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53-2732

JUL 12 1958

MEMORANDUM FOR: Inspector General

SUBJECT : Supervision of CIA Printing and Reproduction

REFERENCE : Memo dated 20 June 1958 from Inspector General to DD/S, same subject as above

1. Referenced memorandum suggests that there may be need for a CIA "Printing Officer" along the lines of the "Government Printer", and recommends that this question be looked into and a reply made as soon as convenient.

2. The question of responsibility for Agency printing is a matter which has been thoroughly investigated on a number of occasions. There was a complete study made of Agency printing during the preparation and coordination of Regulation [REDACTED] Printing and Reproduction, which was promulgated 8 January 1955. During the inspection of the Office of Logistics in the summer of 1954 by your Office, the question of responsibility for various phases of Agency printing received consideration. The Management Staff has made a number of investigations of Agency printing problems more limited in scope than those made by the Inspector General. The Agency printing technicians have investigated this matter a number of times when looking into individual printing problems.

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3. The Office of Logistics has responsibility for Agency printing. In discharging this responsibility, the Office of Logistics operates four of the printing plants and one of the photographic laboratories mentioned in reference. This responsibility for Agency printing does not include the special work done by the Technical Services Staff/DDP or the work produced by the several photographic and printing installations which have been authorized to support special projects in the Headquarters area. Also, there have been approved several small printing installations of one or two office-type duplicating machines which function as an integral part of a production-line operation or which were established for security reasons. However, prior to the establishment of such printing facilities, the Office of Logistics is required to review the plan and the request for equipment, make recommendations pertaining thereto, obtain Joint Committee on Printing approval for the purchase of the equipment, and generally approve the proposed printing operation. The Office of Logistics also serves as technical advisor to such installations and passes upon requests for new and replacement equipment.

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4. With the exception of the special situations mentioned in paragraph 3, the Office of Logistics produces all of the Agency printing in the Headquarters area. In discharging this function, the Office of Logistics has complete responsibility for determining the plant in which the work shall be produced, the process by which it shall be produced, and the format. Even though the Office of Logistics operates four printing plants in the Headquarters area, all incoming work is received by Logistics' technical personnel in a single central location and assigned to the plant best qualified to produce it. Questions of format and delivery dates are determined by Logistics' printing technicians in cooperation with the customer. In working out format problems with the customer, the Logistics personnel avoid arbitrary decisions and attempt to prescribe the most effective and economical process and format. In this manner, there is ample assurance that the most effective and economical use is made of the Agency's printing facilities.

5. With respect to the suggestion contained in the reference that the Agency employ a "Printing Officer" to control the operation and economy of all the printing done within the Agency, the Office of Logistics has such an employee now discharging this responsibility. This employee is the Chief, Printing Services Division, who is responsible for all Agency printing except that mentioned in paragraph 3. This employee, acting for the Director of Logistics, has authority to determine format, assign printing to the Agency plant best qualified to produce it, procure printing from other government agencies or commercial sources, and pass upon all requests for new printing equipment. Therefore, there appears to be little that a CIA "Printing Officer" could accomplish that is not already being done.

6. The Chief, Printing Services Division, and his technical assistants continuously study the various methods and processes and the latest and most modern equipment available. Whenever applicable, new techniques and new equipment are employed in order to make sure that the Agency's printing facilities are operated efficiently. In this connection, it is pointed out that recent equipment acquisitions include a new, modern two-color press, a photo typesetting machine, several Xerox continuous printers, and other such equipment which is designed to assure more efficient and economical production. These studies of equipment and processes are continuous and apply to all of the Agency's printing plants. Efforts are now being made to solve the excessive overtime problem and plans are well advanced for the consolidation of the Logistics printing plants in a single location.

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7. A recognized deficiency in the adequate control of Agency printing is the present method of budgeting for printing services. Presently, the entire cost of all Agency printing produced in the Logistics' printing plants is provided for in the budget of the Office of Logistics. Every Agency component can, therefore, order printing without regard to cost so long as sufficient funds are available in this budget. This results in the lack of an essential control and fails to reflect the true cost of projects which require printing services. The Office of the Comptroller and the Office of Logistics have thoroughly studied this problem and have devised a system designed to improve this situation. The system would require each Agency component to budget for its printing with the cost thereon being reflected against its printing allotment. The necessary cost accounting system is being tested and other aspects of the system carefully reviewed. It is anticipated that tests will be completed and decisions regarding conversions from the present system made during the current fiscal year.

8. [REDACTED] Printing and Reproduction, which establishes the responsibilities for Agency printing is considered to be generally satisfactory. However, consideration is being given to several revisions which will strengthen the position of the Director of Logistics with respect to having final authority for format and final approving authority for printing equipment and printing installations.

9. In summary, I am certain that everything which could be accomplished by a CIA "Printing Officer" is now being accomplished by the Director of Logistics. The Chief, Printing Services Division, acting for the Director of Logistics, can and does make all of the decisions suggested in the reference. There will always be occasions when the decisions of the Chief, Printing Services Division and the Director of Logistics, with respect to printing matters, will be appealed to higher authority. This, however, would probably be the case if these authorities were vested in a CIA "Printing Officer".

SIGNED

L. K. WHITE  
Deputy Director  
(Support)

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